

Governance Effectiveness Review 2024/25: Action Plan (as at December 2025)

Actions	Halpin recommendations/ suggestions	Progress to Date
<p><u>Board roles and recruitment</u></p> <p>The board will revisit the suggestion that it add to its membership a Senior Independent Governor, with reference to the role and remit of the Deputy Chair of the Board.</p> <p>The board and committee chairs, as appropriate, will consider where it might be beneficial to bolster the membership of committees with co-opted members, particularly with reference to the Audit and Risk and People and Culture Committees.</p> <p>The board will consider a proposal around staff and student governors becoming permanent observers or members of the Audit and Risk, Finance and Performance, and People and Culture Committees.</p> <p>The diversity of the board's membership will continue to be a key driver of future governor recruitment. The board will consider how this aim can be supported by organisations and networks specialising in diverse leadership recruitment.</p>	<p>HVR2, R3, R4, R11</p>	<p>The Board will appoint a Senior Independent Governor from amongst its membership with effect from early 2026.</p> <p>Additional co-opted members for committees will be considered as required, in relation to the skills needs of the committees, which are kept under regular review. At the present time, the board does not consider there is a need for further co-option.</p> <p>Initial mapping and consultation has been undertaken. This will be revisited following the publication of a revised CUC HE Code of Governance, expected in 2026.</p> <p>Diversity will continue to be promoted through recruitment campaigns and consideration will be given to organisations and networks to support this as recruitment campaigns are required. Nominations Committee keeps board diversity under review.</p>
<p><u>Board documents: templates and guidance</u></p> <p>The Governance Office will keep under review the agenda and report templates (and their headings) for the board and committee papers, adjusting them where it is felt that doing so will add value to the way in which information is presented to governors. Agenda templates may also be adjusted to better suit the needs of particular committees (e.g. adopting a risk-based approach to prioritising agenda items for Audit and Risk Committee).</p> <p>The Governance Office will keep under review its processes for the preparation and circulation papers, ensuring in so far as possible that pack are optimised and shared with governors in a timely fashion.</p> <p>The Governance Office will review the guidance associated with the board/committee paper template in order to ensure that report</p>	<p>HVR3, R1. R5, R6, R7, S2</p>	<p>Regular annual review of documentation and processes carried out in summer 2025 with changes implemented for the 2025/26 cycle. Next annual review due summer 2026.</p> <p>Training for those who prepare board papers is being delivered in January 2026</p>

authors are completing the template as intended and that governors are provided with appropriate and correct information.		
<p><u>Governor induction and training processes</u></p> <p>The Governance Office will keep under review the induction process for new governors, including the introduction of a committee induction alongside the broader induction as a governor.</p> <p>New governors will be offered the opportunity to observe a meeting of the Academic Board. Consideration will be given as to whether stakeholder engagement training might be offered as part of induction in future.</p> <p>The Governance Office will continue to maintain a register of training opportunities for governors, and continue to seek suggestions from governors as to what training they might find useful.</p>	HVR1, R2, S6, S8	<p>Governor induction is updated at each new governor appointment and is also subject to annual review each summer. This is carried out by the Governance Office with input from the Chair, Deputy Chair, Vice Chancellor, Registrar and Secretary, and Deputy Secretary, and incorporates feedback from the governor appraisal process.</p> <p>Opportunities to observe Academic Board are now offered to new governors.</p>
<p><u>Reporting</u></p> <p>The board will consider where it might spend more time, or be more effective in, discussing the following areas:</p> <ul style="list-style-type: none"> • Strategy and future-focussed items (including a potential second strategic away day) • Risk (whilst not duplicating the work of the Audit and Risk Committee) • Equity, diversity and inclusion • Academic assurance (via an annual academic assurance report) • Internal audit findings (at Audit and Risk Committee) <p>The board will also consider where these areas might be explored in greater detail outside of meetings e.g. at drop-in or training sessions.</p> <p>Oversight of ESG will be added to the terms of reference of the Finance and Performance Committee (FPC).</p>	HVR1, R1, R10, S1, S3, S4, S5, S7	<p>Board discussion of overview of strategy and risk took place in July 2025; the annual strategic away day took place in October 2025. A programme of activity for regular governor drop-ins and thematic sessions is being explored in relation to the development of a Governor Engagement Framework (see below).</p> <p>Oversight of ESG has been added to the terms of reference for FPC.</p>

<p>The board will consider whether governors would benefit from individual access to a digital dashboard tracking performance against KPTs, risk indicators, and financial metrics.</p> <p>The university will ensure that the board's adoption of the CUC Code of Higher Education Governance is recorded in the Annual Report and Accounts.</p>		<p>The opportunities relating to a governor dashboard will be considered during the first part of 2026, with an update provided to the board in in due course, noting options and potential timescales and costs, for governor input.</p> <p>Actioned for 2024/25 Annual Report and Accounts.</p>
<p><u>Board/governor engagement</u></p> <p>The board will consider extending the annual joint session with Academic Board when it begins planning for its 2025 meeting.</p> <p>The Governance Office will publish internally the minutes of Academic Board and the board will consider whether the minutes of its committees might also be published internally.</p> <p>The board will consider the development of a Governor Engagement Framework, which would more usefully be aligned to cross-institutional issues such as AI, digital transformation, sustainability etc.</p> <p>The board will consider how it might strengthen its engagement with the university's communities, including staff networks, community initiatives and the students' union, and with reference to the examples of good practice cited in Halpin's report (p. 30).</p>	<p>HVR1, R8, R9, R10, S8</p>	<p>Annual joint session took place in November 2025 (extended to 1.5 hours in length).</p> <p>For consideration in 2026.</p> <p>Governor Engagement Framework to be proposed and approved in early 2026, for activity during the remainder of the 2025/26 year.</p>